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Memorandum for: John F. Blake,  
Deputy Director for Administration

STATINTL

From : [REDACTED]  
ADMAG Member

Subject : A different perspective on the questions of  
the measurement and elevation of morale and  
the improved status of personnel.

Resulting from our recent ADMAG meeting and your memorandum of 28 October 1976, let me offer these thoughts for your consideration:

That there is a concern for the morale and perceived status of people is, I believe, an indication of greater maturity and sophistication, not only on the part of management but society itself.

However, to target for goals that measure and elevate morale and status is to hit below the mark. We get embroiled in a quagmire of questions; for what purpose are the measurements wanted? In what manner is the measurement to be made; organizationally, ethnically, racially, sexually, professionally, etc.? To what is the measurement to be compared? For that matter, does morale need to be increased and by how much? Does any particular group or element need greater emphasis than another? Once achieved, how will morale be maintained?

It also follows that with major changes in policy or procedure or leadership it might be necessary to begin the process all over again; an unending cycle.

Morale and status are not really tangible things. We say that the esprit de corps of the Marine's is very high; so was that of the Japanese Kamakaze's. The status of a corporate president is very high; so is that of a Mafia Godfather in his organization.

Morale and status are by-products of our total environment and how we react to and are seen by ourselves and others in that environment. The highest state of morale is reached by those who truly believe in what they are doing. The deeper

the belief, the stronger the commitment. Commitment nurtures enthusiasm, energy, and will. This kind of activity promotes achievement, energy and success; hence, status.

More importantly, an organization and the people within it who believe in their occupational endeavor plan toward a kind of continual becoming rather than a final goal. Like most large organizations, it has been unavoidable that much of our direction was unplanned. We have generally survived through a flexibility of response, rather than through the formulation of enduring plans.

Watergate and all the ensuing investigations has taught us that an organization and its people must continually change if the organization is to survive over time. Prior to this the concept of change was impeded by misoneism. If we admitted that improvements were possible, then we were also admitting we had lived so long with inefficiency. *Nice!*

Acceptance of new concepts can change the responsibility held by some individuals. Thus, improvement can become tied to interdepartmental politics. Senior management must oversee these changes to insure that the results reflect the best interests of the whole organization.

Through Management By Objectives we have acquired a tool to help us identify problems, their causes, and solutions. We have applied MBO to missions, operations, personnel management, APP, PDP, EEO, and almost all facets of our activity.

In stating our objectives we learn to specify only the "what" and "when", to avoid the "why" and "how". That is as it should be, provided we have written our philosophy prior to stating our objectives and goals; ie, what do we believe and what is the basis for that belief. Once a mutually agreeable philosophy is reached we then have a plan against which to weigh our goals and objectives; "why" have we set this goal and "how" will it contribute to the fulfillment of our ideals.

We must persuade people first to commit themselves to a common plan. To accomplish this we have to create a voluntary interaction at all levels. Once given the intent, action will follow and the natural by-products high morale and status will be derived.

Those who participate in designing these new concepts must have an awareness of real needs and conditions, knowledge of organizational structure and management, and freedom of thought. The best results occur when all personnel participate in a free spirit that finds their occupational endeavors also congruent with their personal, familial, social and indeed their spirit-

ual philosophy.

With well defined ideals it will be less difficult to understand and achieve the objectives we have chosen and directed objectives such as those of environmental control, community relations, and equal opportunities. STATINTL

